Cargill, Inc. is one of the largest privately-owned businesses in existence, with numerous affiliated companies encompassing more than 90 business units. Cargill is an international provider of food, agricultural, and risk management products and services with 158,000 employees in 66 countries in Africa, the Asian Pacific, Europe, Latin America, the Middle East, and North America. In the United States, Cargill has locations in such states as Arkansas, Colorado, Alabama, Louisiana, Texas, Illinois, Indiana, Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin. In fiscal year 2007, Cargill posted \$88,266,000,000 in sales and other revenues.

Sources: http://www.cargill.com/worldwide/index.htm

http://www.cargill.com/about/organization/ataglance.htm

http://www.cargill.com/about/history/history.htm

Cargill's global businesses serve customers in five broad areas, as described below:

# Agriculture / Animal Nutrition

Cargill originates, processes and distributes grain, oilseeds and other agricultural commodities to makers of food and animal nutrition products. It also provides crop and livestock producers with farm services and products for aquaculture; beef; dairy; deer and elk; dogs, cats and other pets; exotics; gamebirds; horses; pork; poultry; rabbits; and sheep and goats. Cargill also provides grain marketing assistance, crop inputs and advice for community development. Cargill Animal Nutrition consultants also offer a range of services including feed mill management, feed formulation and analysis, laboratory services, training, operational auditing, and risk management.

#### Food

Cargill collaborates with food manufacturers, food service companies and food retailers to provide food and beverage ingredients and meat and poultry products. Cargill offers a range of food ingredients and value-added services the applications of bakery and cereals, beverages, chocolate and confections, dairy, health, nutrition and organic, meat & poultry, prepared foods, and snacks.

Cargill offers the following food product lines:

Acidulants (citric acid anhydrous, potassium citrate, sodium citrate);

Cocoa and chocolate (chocolate drops and flakes, cocoa and cocoa butter, coatings, fillings, jellies, sugar-free);

<u>Corn sweeteners</u> (dextrose, maltose, brewing adjuncts, corn syrup, high fructose corn syrup);

<u>Dry corn ingredients</u> (whole grain, corn meal, corn flour, masa flours, corn bran, grits):

<u>Flavors and flavor systems</u> (aroma chemicals, extracts, EMDI flavors, juices and citrus oils, essences and nectars);

Flours (bakery, durum, semolina, specialty flours, cracked wheat, bran);

<u>Food-grade starches</u> (bleached starches, native and modified starches, maltodextrin, USP-grade starch, corn syrup solids, polyols);

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<u>Juices</u> (concentrates, not-from-concentrates, blends, compounds); Malt (bulk, specialty);

Meat and poultry (beef, pork, turkey, eggs, foodservice products, case ready products and value-added meats);

Oils, fats and shortenings (confectionary fats, trans fat, non-trans fat lauric oil, palm oil, shortening, stearings/flakes, specialty canola oil);

Specialty sweeteners and polyols (Xtend<sup>TM</sup> sucromalt and isomaltulose, Eridex<sup>TM</sup> erythritol, mannitol, maltitol, sorbitol, xylitol, trehalose);

<u>Salt</u> (evaporated salt, Alberger®, antioxidant salt, prepared flour salt, topping salt); and

<u>Texturants and texturizing systems</u> (food starches, resistant starches, pectin, lecithin, soy protein, locust bean gum, guar gum, and xanthan gum, alginates, blends, carragenans, emulsifiers, scleroglucan).

## · Health & Pharmaceutical

Cargill develops science-based, health promoting ingredients and ingredient systems for makers of food, dietary and pharmaceutical products. Cargill Pharmaceutical Excipients Works with food and pharma customers to develop ingredient systems and excipient solutions for affordable, healthy and convenient products. Products and services include starches, maltodextrins and spray-dried glucose, glucose liquid, glucose monohydrate, mannitol, sorbitol, cyclodextrins, and maltitol. Cargill Foods offers products and services for chocolate and cocoa, citrates, starch, soy protein, sweeteners, and lecithin.

# • Financial & Risk Management

Cargill Provides its customers and the company with risk management and financial solutions in world markets. Cargill provides hedging products and risk management tools to assist customers in mitigating price exposures and protect operating margins, and provides equity and debt across a range of asset classes, including real estate, credit-intensive assets and venture capital.

### Industrial

Cargill serves industrial users of salt, starch and steel products, and also develops and markets sustainable products made from agricultural feedstocks as detailed below:

<u>Biobased Polyols:</u> Cargill offers performance-based green products for use in a variety of polyurethane applications including flexible foams, rigid foams, coatings, adhesives and elastomers.

<u>Biofuels</u>: Cargill provides customized services ranging from capital financing, grain origination and grain and energy risk management, to the marketing of ethanol, biodiesel and grain distillation.

<u>Deicing Products and Surface Overlays</u>: Cargill offers bulk deicing salt and enhanced deicers from Cargill Deicing Technology and ice prevention overlay from Cargill SafeLane<sup>TM</sup>.

Oils and Lubricants: Cargill provides environmentally advantaged products for industrial and commercial uses in a wide range of industries, including paints and coatings, inks, lubricants, pharmaceutical and specialty chemicals.

<u>Power and Gas</u>: Cargill specializes in the marketing and trading of electricity, and providing risk management solutions to a variety of customers in the power and gas industries.

<u>Salt</u>: Cargill produces high quality salt products for a variety of applications ranging from manufacturing to cleaning and dying.

<u>Soy-based Candle Waxes</u>: Cargill features NatureWax® premium waxes for better performance, higher profit and product innovation.

<u>Starches and Derivatives</u>: Cargill produces a broad range of native and modified environmentally sound starches and derivatives such as dextrins, and polyols for a wide variety of applications in the paper, corrugating, biochemical, adhesive, agrichemical, detergent, and oilfield industries.

<u>Steel and Ferrous Raw Materials</u>: Cargill Steel produces, processes and trades 16 different product lines globally.

Sources: http://www.cargill.com/about/organization/ataglance.htm;

http://www.cargill.com/products/crop/crop\_livestock.htm;

http://www.cargill.com/products/food/food.htm;

http://www.cargill.com/products/pharmaceutical/pharmaceuticals.htm;

http://www.cargill.com/products/risk/risk.htm;

ttp://www.cargill.com/products/industrial/industrial.htm;